

**Emerging Trends and Strategies in Campus Space Utilization**



**APPA**

- INTRODUCTION
- BALANCE
- QUALITY ISSUES
- SPACE MODELING
- COVID IMPACT
- LICWA

NEW ORLEANS, LA  
JANUARY 2024

Joe Bilotta

JBA Incorporated  
joe@jba1.com

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**What do you take away from APPA Institute most?  
What gain most from sessions?**



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**Do you believe space use is improving on our campuses today?**

Are we over built?  
Just right?  
Underbuilt?



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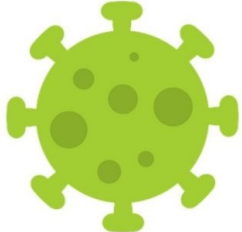
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**What are the positive space impacts the pandemic brought to our campuses today?**

Awareness  
Forced to do things differently (rate of change)




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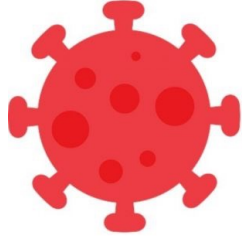

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What are the **negative** space impacts the pandemic brought to our campuses today?

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How many of your campuses are taking advantage of the experience to **change** space planning, management and use practices?

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What **impacts** did the pandemic have on classrooms?


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Need more or less  
More space per student  
Experiential vs. didactic methodologies  
Faculty demands  
Smallest space use on the campus.

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What **impacts** did the pandemic have on offices?


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Need more or less  
Sharing  
Remote policies  
Large space use on a campus






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 What other impacts did the pandemic have on how our campus programs operate?

- Academics
- Research
- Administration
- Facilities Management
- Parking
- Sustainability
- Human Resources/Workforce
- Economic Development



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 The balance of people and process. Are we beginning to make ground?

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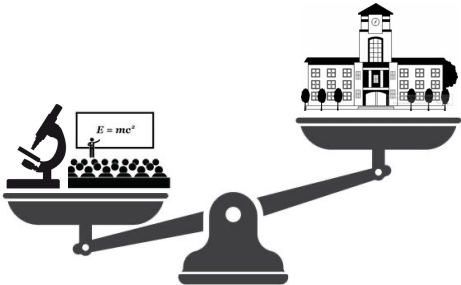


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 The balance of facilities costs and program costs? Are we strategically improving program and facilities relationships? Are people finally listening? Changing the driver of the bus.

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 Do our ***budget models*** need to be challenged? Red \$ Green \$ issues. Total cost of ownership.

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 Another Pandemic – the national ***building renewal*** issue. Moving the needle.

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 The slow transition of being strategic with space use. Eliminating the “good listener” mentality.

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 The space modeling approach. Using the model to improve decision making, budgeting, relationships.

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 Will the affect of the pandemic change space use planning in the future?

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 Can we have ***different rules*** for different jobs or tasks? One size never fits all.

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 What ***percent*** of your campus operated remotely during the first year of the pandemic? The second? Now?

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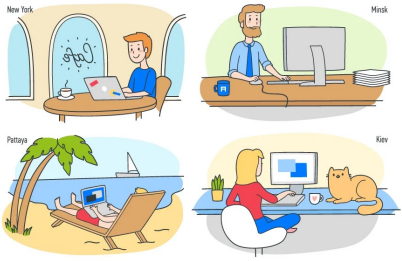


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 What percent of the campus can truly ***work remotely***? What programs can improve campus operations going remote?

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 Is remote work a ***choice***? What are our operational challenges as we move forward?

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**SPACE.....**  
**.....POST COVID FRONTIER**  
**FUTURE OF WORK PILOT**

UNIVERSITY OF IOWA  
FALL 2022

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### Campus Facts

Campus Acreage	
On Campus (Main Campus and Outdale)	1,993.49
Off Campus (Pappajohn Education Center, Des Moines, Lakeside Lab)	128.61
	2,122.10

**UNIVERSITY SPACE**

- Residential 16%
- Health Care 13%
- Support/Service 17%
- General Use 7%
- Special Use 9%
- Study 4%
- Office 22%
- All Laboratory 23%
- Classroom 3%
- Unclassified 9%

**Utility Infrastructure**

- Approximately 4 miles of tunnels
- 78,000 feet of steam pipes
- 300,000 feet of storm and sanitary sewer lines
- 25 miles of underground duct bank
- 40 miles of electric cable
- 189 Miles of Fiber optic cable
- 130 miles of fiber pathways
- 14 miles of copper cable

\*\*\* Note - All of the above (except fiber and copper) is managed by Enge/Meridian Corp (P3 Partnership)

Space (GSF)	Replacement Costs (\$)	Value (\$/PSF)
General Fund: 21,300,703 GSF	General Fund: \$13,309,742,552	General Fund: \$624.85 PSF
UIHC	UIHC	UIHC
Residence	Residence	Residence

4.7M, 3.0M, 1.1M, 0.6M

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### FoW Pilot Participants

(data as of 10/26/21)

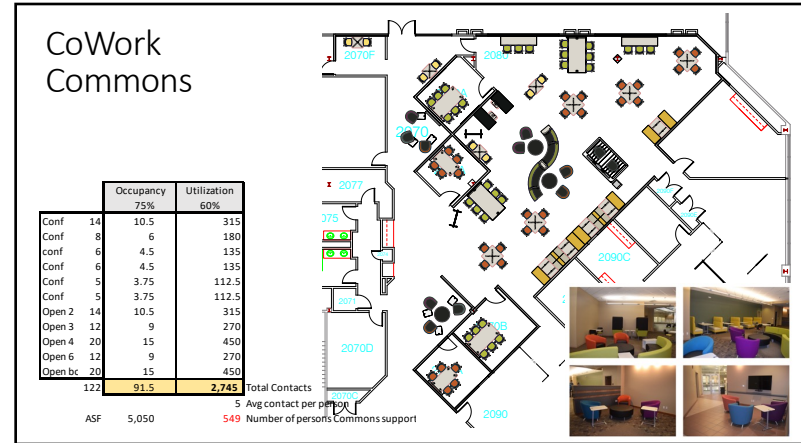
	Gen Fund Headcount	UIHC Headcount	Decrease in Headcount Equivalent	Notes
Fully Remote	380	506	886	5% sharing offices & 10% decrease in meeting
Hybrid 50% or more	964	238	90	2:1 ratio for sharing
Hybrid 25% - 50%	239	229	234	3:1 ratio for sharing
Hybrid 25% or less	151	222	300	stations saved
<b>Total</b>	<b>1,734</b>	<b>1,195</b>	<b>1,510</b>	

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### Space and Costs

Like Buildings	Individual Space Types	Building Space Impacts
Gilmore Hall CMAB USB	Office Conference Storage, Workroom, Support	Meeting Rooms Hallways Restrooms, Lounges, Structure
	<b>204 NASF</b>	<b>339 GSF</b>
<b>Facility Operating Costs</b>		
Maintenance Custodial Utilities	<b>\$2,140.00 pppy</b>	
<b>Building Renewal</b>		
Deferred Maintenance Modernization	<b>\$463,000,000. Deficit</b>	<b>\$16,170.00 pp</b>

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### Space Impacts

Summary of Scenarios	Stations	Space saved	Annual savings	Renewal Impact			
Current Scenario	1510	413,634	\$3,231,165	\$30,197,800	9.42	Gilmore Halls	5.82 USB's
Policy adjustment	1971	539,931	\$4,217,747	\$39,418,200	12.30	Gilmore Halls	7.59 USB's
Delta of policy change	461	126,296	\$ 986,583	\$ 9,220,400			

(recommendation)  
policy change 67% only      1827      -      \$ -      \$0      #DIV/0!      Gilmore Halls      #DIV/0!      USB's

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### 50% Recommendation

	Gen Fund Headcount	UIHC Headcount	Decrease in Headcount Equivalent	Notes
Fully Remote	380	506	886	
Hybrid 50% or more	964	238	90	5% sharing offices & 10% decrease in meeting
Hybrid 25% - 50%	239	229	234	2:1 ratio for sharing
Hybrid 25% or less	151	222	300	3:1 ratio for sharing
<b>Total</b>	<b>1,734</b>	<b>1,195</b>	<b>1,510</b>	<b>stations saved</b>

Require remote to be at least 50%	Headcount	UIHC Headcount	Decrease in Headcount Equivalent	
Fully Remote	380	506	886	
Hybrid 50% or more	964	238	835	2:1 ratio for sharing
Hybrid 25% - 50%	239	229	250	3:1 ratio for sharing
Hybrid 25% or less	151	222		
<b>Total</b>	<b>1,734</b>	<b>1,195</b>	<b>1,971</b>	<b>stations saved</b>

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### 50% Recommendation, Space Impacts

		14.2	GSF/pp added back for CoWork Commons			
		15%	Percent space difficult to convert			
		339	\$ 2,140,000	\$20,000		
Summary of Scenarios	Stations	Space saved	Annual savings	Renewal Impact		
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### Other Opportunities

- **Leased Space**
  - 78 Leases – 5-6 may be removed - \$500,000 per year plus (estimated)
- **Swing Space**
  - Enable Improvements to long-term assets
  - Support University and UIHC Master Planning
- **Reduction in Capital Costs**
  - \$400-\$650 per square foot
  - Added operational costs
  - Current 10-year plan is \$400M (w/o UIHC)
- **Sustainability Considerations**
  - Carbon emissions and footprint
  - Percent natural environment vs. built environment

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### IOWA TANGIBLE RESULTS

1. Razed 270,000 GSF (Prior to Covid) ~\$ 1.9M per year (Ops)
2. Next 5/7 Years 128,000 GSF (Pre-Covid Plan) ~\$ 0.8M per year (Ops)
3. Reduced/Reducing 35,000 GSF leased space ~\$ 0.7M per year
4. Removed Deferred Renewal backlog ~\$50.0M
5. FoW Impact...Looking Ahead:
  - Remove 100k-200k GSF + Repurpose 100k-200k GSF (admin. to academic)
  - Reduce Annual Facilities Ops costs ~\$ 2.1M per year
  - Reduce Deferred Renewal backlog ~\$20.0M


**10-year aggregate results:** Reduce ~580,000 GSF  
 Reduce ~\$4.5M in Annual Operating Costs  
 Divert/Remove ~\$70M Deferred Renewal (Current Deferred Renewal Total: \$440M)

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### Space Committee Recommendation

**Separate the policy from the space use**

- Requirement to Share
- Address Master Core Values
  - Space Efficiency
  - Reduce Operating Costs
  - Reduce Deferred Building Renewal
  - Improve Land Use
- Support Sustainability Goals
- Redirect Investments from Buildings to People
- Increase Collaborative Environments



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### Final Thoughts

- Get a seat at the table by getting invited. Don't knock at the door. Leave breadcrumbs for the invite.
- Play the stock market. Long term investment strategies.
- Focus on where you can move the needle.
- Improved space use is NOT equal. Rob Peter to pay Paul. Take one for the team.
- Trade new space for old less 5%-10% via multi-use or sharing.
- Remember office space is the poorest used space on campus.
- The highest and best use space is classrooms. Why?
- Never forget the multi-dimensional impact of remote work.

*Thank You!*

INTRODUCTION


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